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OF 68-6838

DD/S 68-3642

18 JUL 1968

MEMORANDUM FOR: Director of Communications
Director of Finance
Director of Logistics
Director of Medical Services
Director of Personnel
Director of Security
Director of Training

SUBJECT : Career Management

1. You will recall that in the Deputy Director for Support's Staff Meeting of 2 July 1968, he mentioned that a report on this subject would be prepared for submission to the Executive Director-Comptroller.

2. In certain areas of the study we need definitive current information with respect to your policies and procedures. We solicit your responses to the attached questions in order that we may have the benefit of your thoughts and policies in these areas. Some of the questions may not be specifically applicable to your Career Service; in these cases we would appreciate your noting this fact.

3. I would appreciate receiving your response by close of business 25 July 1968 in order to meet the directorate deadline. If clarification of any of the questions is desired, please contact [redacted] or the under-

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[redacted]
Special Assistant to the
Deputy Director for Support

Att

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GROUP 1
Excludes from automatic
downgrading and
declassification

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QUESTIONS:

Career Board/Panel:

1. What is the composition of your Career Board/Panel?
2. How often does your Career Board/Panel meet?
3. What matters are considered to be in the purview of your Career Board?
4. What role does the Career Board/Panel fill? - advisory? - decisive?

Career Planning:

- ✓ 1. What form does career planning for individuals take in your Career Service?
2. To what extent has your Career Service told careerists of its plans for their development?
3. What use is made of individual career plans?
4. What procedures are followed in advising employees of their next assignment?

Career Management:

1. Briefly explain your selection processes for --
 - a. Promotion
 - b. External training, including Senior Schools. ✓
 - c. Internal training - Midcareer and other courses.
2. Do you have a policy on intra-Support Career Service rotation?
3. In planning rotation to Career Service - designated positions outside of your central office, what process is followed in selecting candidates?
4. Explain your system, if any, for identifying promising employees ("comers"). What grade levels are involved?
5. After identification, how are the careers of "comers" managed?

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Statistics:

1. For FY 1968:

- How many of your Career Service changed designations to another Career Service? (Please list number and Career Service involved)
- How many transfers were accepted into your Career Service? (Please list number and Career Service from which employee transferred)
- How many of your careerists rotated to positions outside of your component?

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REGULATION CONCERNING CAREER SERVICE

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Responsibilities of Heads of Career Services. The Heads of Career Services are responsible for monitoring the application and functioning of the Agency personnel program as it applies to the members of their Career Service, including:

- (1) Improving and strengthening personnel administration within that Career Service;
- (2) Planning the utilization and development of such individuals, including their training, assignment, rotation, and advancement;
- (3) Reviewing fitness reports of such individuals;
- (4) Planning the rotation and reassignment of such individuals to enable that Career Service to meet long-range personnel requirements through orderly processes;
- (5) Reviewing requests for personnel actions to reassign, promote, demote, or separate such individuals and recommending appropriate action to the Director of Personnel; and
- (6) Reviewing proposals for the training of such individuals and recommending their participation in Agency-sponsored training.

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a. Policy

- (1) The promotion of employees is based on competitive evaluation of their performance, qualifications, length of service, and value to the Agency. Employees who have been downgraded without personal cause should be given full consideration for promotion to their original grade when competitive evaluations are being made.
- (2) Each Career Service comprises a competitive area for promotion for members of that Service. The Head of a Career Service may establish separate areas of competition within that service when necessary because of differences in occupational or functional lines of work performed by its personnel.
- (3) Promotions are limited to one-grade advancements. Exceptions to this policy shall be made only when the Director of Personnel determines, upon recommendation of the Head of the Career Service concerned, that exception is justified.
- (4) The Director of Personnel shall not process a recommendation for promotion of an employee in the absence of the last Fitness Report scheduled in accordance with [REDACTED] or a currently executed Fitness Report.

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b. Scheduling of Evaluations

- (1) The competitive evaluation of personnel in grades GS-9 through GS-14 shall be accomplished by the Heads of Career Services in accordance with the following schedule:

<u>Grades</u>	<u>During the Quarter Beginning</u>
GS-9 through GS-11	January
GS-12 through GS-13	April
GS-14	July

Recommendations for the promotion of individuals in each of these grade groups should be forwarded to the Head of the appropriate Career Service at the time Fitness Reports are submitted, that is, during the quarter immediately preceding that designated above.

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- [REDACTED]
- (2) Employees in grades GS-8 and below may be evaluated for the purpose of promotion at any time that the Head of the Career Service considers it appropriate. Although formal competitive evaluation is not required for these personnel, the basic principle of competitive evaluation shall be followed in selecting them for promotion.

c. Responsibilities

- (1) Supervisors. Supervisors at all levels are responsible for evaluating the merit for promotion of employees under their jurisdiction and for making recommendations to the Heads of appropriate Career Services, through command channels, concerning the promotion of such employees.
- (2) Heads of Career Services. The Head of each Career Service is responsible for:
 - (a) Ensuring that the principle of competitive evaluation is followed in his Career Service;
 - (b) Recommending promotions to the Director of Personnel in accordance with the provisions of this paragraph; and
 - (c) Determining competitive areas within his Career Service.
- (3) Director of Personnel. The Director of Personnel is responsible for:
 - (a) Ensuring compliance with this paragraph by continuous evaluation of the Agency's promotion program; and
 - (b) Reviewing all promotion requests and approving promotion actions which conform to the provisions of this paragraph.

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